

CHAPTER 3

ORGANIZATIONAL RESPONSIBILITY

LEARNING OBJECTIVES

Upon completion of this chapter, you should be able to do the following:

1. Describe the organizational, administrative, and counseling skills required of a division officer.
 2. Describe the purpose and function of an enlisted performance ranking board.
 3. Explain the purpose and function of the Navy Uniform Board.
 4. State the purpose of the Casualty Assistance Calls Program.
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Ship's company divisions in the U.S. Navy, like most American naval customs and practices, are an adaptation from the British.

For the most part the manning of early English ships was by "sottish, slovenly and lazy" seamen, to quote a top-ranking British officer of those times. Crewmen were subject to little or no standard discipline. By the middle of the 18th century, a growing spirit of insolence and licentiousness on many vessels alarmed the Royal Navy authorities. They began to concentrate on ways and means to remedy the "disorderly and audacious" situation.

Naval officials were aware that well-planned and strictly supported discipline among military units ashore was important. It "gave force, preserved order, obedience, cleanliness, and caused alertness and despatch in the execution of business." Sir Charles Middleton incorporated a similar code of discipline in English shipboard routine while commanding **HMS Ardent** (Middleton later became Comptroller of the Navy, 1778-1790, and First Lord, April 1805-January 1806).

In his "Captain's Order Book" (1 Aug 1775), Middleton wrote the following: "The first lieutenant to make out a watch, quarter and chasing (station) bill. Mates and midshipmen, petty officers and men, to be classed in four divisions; each division to be under the direction of a lieutenant. The lieutenants commanding the respective divisions to see that the clothes and beds of the men under them are made up to the quantity specified in the following report jackets 3, waistcoats 2, breeches 2, shirts 4, frocks 2, trowsers 2, shoes 2, stockings 4, beds 1, caps or hats 2. Provide for

the inspection of clothing, punishment for those who are careless or dirty in their clothes or persons, as far as a few strokes (of the cat) by the midshipman commanding, through the boatswain's mate. If habitual to be scrubbed in a tub by order of the division lieutenant. The Articles of War and rules of discipline to be read publicly once in every month."

The captain's book contained, in all, 40 orders. It provided a cleaning bill and set punishments for swearing, drunkenness, and overstaying leave. It gave regulations for the use of ships' boats, and outlined ship and gun drills.

Middleton believed the division system of discipline to be the best way to keep large bodies of men in order. This idea was quickly shared and furthered by Admirals Richard Howe and Richard Kempenfelt, ardent workers for improvement of signal and battle tactics. Their orders enlarged upon the basic principles of Middleton's disciplinary code. They provided for routines such as morning and evening musters. They also provided daily reviews of their men by division lieutenants as well as a weekly inspection of all hands by the captain. They argued, and rightly so, that individual divisions would catch the spirit of competition and rivalry for appearance and performance honors.

ORGANIZATIONAL STRUCTURE

Organization is the element of administration by which the orderly arrangement of materials and personnel, by function, attains the objectives of the unit. Organization shows the working relationship among unit personnel along with task priorities and teamwork.

It identifies the responsibility, authority, and accountability of individuals within the framework of the unit.

The organizational structure of any military unit depends largely on that unit's mission. An effective military organization exhibits three basic features:

- A general structure designed to carry out the goals of the organization in the most effective and efficient way possible
- Essential functions that delineate specific responsibilities for appropriate segments of the organization
- A clear definition of individual duties, responsibilities, authority, and organizational relationships

MISSION

The mission is a statement of the command's task together with its purpose. A command receives its mission in one of two ways. First, it may receive specific orders or instructions from higher authority. Second, it may receive broad instructions from higher authority as they apply to an existing situation. Typically command goals are chosen to direct the unit's efforts toward the readiness of the command to perform its mission.

DEVELOPING DEPARTMENTAL POLICY

Policies are an expression of top management's attitudes toward specific actions or events. Policies are determined through a simple problem-solving process: what needs to be done, how it should be done, who needs to do it, and so forth. Departmental or division policies must not conflict with established policies of higher authority and must be understood by all personnel affected by it.

You, as a senior or master chief, will help your department head in developing the departmental policies that steer your department toward the ultimate goal of mission readiness. In developing policy on the function of your department, your experience will provide valuable insight into what areas need attention.

An old Navy saying goes, "It isn't courteous to change the set of the sail within 30 minutes after relief of the watch." It is a mistake for a department head to make sweeping changes of established departmental policy immediately upon taking charge. It is up to you, as the senior or master chief, to advise the department head if the policies that are in place need changing.

SETTING GOALS

"Be flexible" is probably the last cliché you want to hear from your superiors when faced with multiple conflicting goals. In a changing environment be prepared to redirect your priorities and the assets that are available to you toward accomplishing those goals which are most pressing.

Setting goals is one method of providing program and technical direction at the department level. There are any number of theories on how to accomplish your goals. You should use the methods that are most successful for you. The procedure for making these goals work can be as simple or as complex as the outcome demands.

You should understand before continuing that goals are abstract. A goal isn't an action, but a means of measuring the outcome of a task. Goal setting is based on the following theory:

1. You must want to accomplish the goal.
2. You must be realistic in setting your goal.
3. You must commit to achieving your goal.
4. You must put your goal in writing.
5. You must review your progress.

To set goals, take the following steps:

1. Determine your goal(s).
2. List the key activities required to achieve your goal(s).
3. Rank the key activities.
4. Select measurable results which will show your progress in reaching your goal(s).
5. List resources required to reach your goal(s) (time, people, material, and money).
6. Determine realistic completion dates.

MEASURING SUCCESS

Mission or task accomplishment is the bottom line in evaluating how your division or department measures its success. How well or how professionally the job was done is a leading indicator of success. The result, the measurement of success, maybe tangible or intangible. An informal slap on the back combined with a "well done" is as much a measure of success as receiving an outstanding grade on an inspection. Showing consistent improvement in an area of deficiency or an improved

safety record also shows success. Success is the easiest foundation on which to build morale.

CHAIN OF COMMAND

An important yet often abused ingredient in a military organization is the chain of command. Your division should understand early that the chain of command serves everyone. It provides a method of showing respect to the next senior person in the chain as well as a method of maintaining the integrity of the organization. There are situations, such as emergencies or when the next senior is not available, when bypassing the chain is unavoidable. However, intentionally bypassing the chain may cause several detrimental results. Bypassed persons may think or feel the superior does not have confidence in them. That may make them hesitant to act in a similar situation. Instruct and guide your personnel, but never cut them out of the chain of command.

Conflicting commands and contradictory priorities will result in confusion in the ranks. These factors have negative results toward achieving your division goals and eventually your command's mission.

You will find that once you have established where in the chain of command decisions are made, your sailors will understand what their objective is. They will respond by using the chain of command as it is intended.

DIVISION OFFICER'S DUTIES

For this text the term division refers to the basic administrative personnel unit. Personnel are organized into divisions in aircraft squadrons, aboard ship, and at shore activities. The *Standard Organization and Regulations of the U.S. Navy (SORN)*, OPNAVINST 3120.32B, lists the specific duties of a division officer.

The commanding officer assigns the division officer to command a division unit. The division officer reports to the department head on assigned duties. Your objective as a senior or master chief assigned as a division officer is to help fulfill the mission of the command. To fulfill that objective, you must use your leadership and management skills to ensure the goals of your department and your division are met.

TRANSLATING POLICY INTO REQUIREMENTS

Policies are conceived by the senior leadership as a statement of what action is to be taken under a predetermined set of circumstances. Policies govern the

affairs of the Navy. Policies state requirements that are not open to interpretation. You must make sure your subordinates obey those requirements. You can translate policies to your division and assure compliance with set policies by doing the following:

- Knowing which policies are in effect and enforcing them
- Setting an example
- Explaining policies to your division in simpler terms at division training sessions or at quarters

DIVISION ADMINISTRATION

The division officer is accountable for managing the affairs of your division to successfully accomplish the mission of your division. You are responsible for all activities of your division, like training and maintenance. You are also responsible for managing the many types of correspondence, reports, and records required about your division's performance and achievements.

COMPUTERS

If you cringe at the thought of using "the computer," don't be concerned. As computers become more common in the workplace, both ashore and afloat, they will absorb a large portion of the administrative files and records you will need to perform your duties. Therefore, you need to know how the following common computer programs can help you:

Word processing – You can use word processing programs to create and edit documents or letters. Some include a spell checker and a thesaurus to help you produce high-quality correspondence, reports, and other documents.

Message writing – Message writing programs can help you create and edit standard Navy messages including the following: General Administrative (GENADMIN), Casualty Report (CASREP), Situation Report (SITREP), and Status of Resources and Training System (SORTS).

Database – With the help of a database, you can create, search, manipulate, and print electronic files. Some documents you might maintain with a database include schooling records, the division officer's notebook, the recall bill, personal qualification standards (PQS), and training records.

Spreadsheets –You can use spreadsheets for creating, storing, and manipulating numeric data. Spreadsheets are useful in organizing cost accounting, operating target (OPTAR) budgets, or parts inventories. Other uses might include watch bills or reports of prospective gains/losses.

Shipboard Nontactical Automated Data Processing Program (SNAP) II –The SNAP II system can help reduce the amount of administrative work you must do and help you manage division affairs. The SNAP II database has the following capabilities:

- Administrative data management
- Maintenance data management
- Supply and fiscal management
- Message generation
- Internal mail service
- Word processing

The vast numbers of computer applications available can help you work smarter, not harder. Some of the programs have been created specifically for the Navy. You can obtain those programs through Department of the Navy resources.

RECORDKEEPING

Administration is a support function secondary to other unit functions. Records management is an appendage to administration. The unit cannot operate without the information contained in the records it maintains. Yet uncontrolled creation of records leads to administrative inefficiency. Practical administration requires the development of a record management program within the guidelines established by higher authority. All records follow the same life cycle in that they are

• created,

• classified,

- stored,

• retrieved when necessary,

- returned to storage, or

• destroyed.

To manage those steps in the life cycle of a record, the unit must set up a system of record management. Effective management is measured by the accuracy of

the records you keep to document the history and progress of your division. The records you maintain are divided into two broad groups. The first group consists of those you must keep as directed by higher authority (PMS and other maintenance and training records). The second group consists of those you choose to keep to preserve documentation of certain events or activities (counseling sheets, correspondence, special request chits, and so forth). When records and files no longer serve a purpose or are not useful, you should dispose of them.

Upon assuming the duties of a division officer, make it a point to examine the records and results of past inspections. That will give you a feel for the strong and weak points of your division. The following references contain guidelines for management of designated records:

- SECNAVINST 5216.5C (Correspondence)
- SECNAVINST 5214.10C and OPNAVINST 5213.1B (Forms)
- SECNAVINST 5214.2A (Reports)
- SECNAVINST 5215.1C (Administrative Issuances)
- SECNAVINST 5212.5C (Records Disposal, Storage, and Protection)
- SECNAVINST 5210.11C (Files)
- OPNAVINST 5510.1H (Classified Material Control)

DIVISION ORGANIZATION MANUAL

The *Standard Organization and Regulations of the U.S. Navy (SORN)*, OPNAVINST 3120.32B, describes the regulations and guidance governing the conduct of all members of the U.S. Navy. Do not confuse the *SORN* with *United States Navy Regulations, 1990*. *Navy Regulations* is a Department of the Navy legal document that regulates the duties, responsibilities, authority, distinctions, and relationships of various commands, officials, and individuals. Other directives written within the Department of the Navy must not conflict with, alter, or amend any provision of *Navy Regulations*.

The *SORN* is the basic source for guidance in developing organization manuals tailored to individual ships, shore establishments, and aviation squadrons. Organization manuals are issued in the form of an instruction. When developing departmental organization manuals, the department head should

prepare supplemental guides for each division. He or she must then set forth the responsibilities and relationships for each assignment within the department.

Department and division organization manuals are frequently the object of scrutiny in a variety of inspections. An inspection of your organization manual can reveal whether your division or department is on target and functioning as prescribed. Your manual should describe the organizational structure, duties, and authority associated with key billets and the procedural guidelines related to mission accomplishment. It should include equipment operation procedures, casualty control procedures, and watch organization and watch-standing procedures.

DIVISION OFFICER'S NOTEBOOK

Frequently, you, as a division officer, will want a summary of the files you keep for administrative purposes. Your division officer's notebook serves that purpose well. We have no hard-and-fast rules on what should or should not make up a division officer's notebook. You can customize it to meet your requirements. It is, after all, a management tool for you to use as you see fit. Some information you may want to include in your division officer's notebook is as follows:

- Division Officer's Personnel Record Form, NAVPERS 1070/6 (fig. 3-1)
- Counseling sheets
- Copies of special request chits
- Copies of leave chits

You may also want to keep an indexed section in your notebook as a ready reference containing the following:

- A list of your spaces and the petty officer in charge
- A listing of the collateral duties of your division and the individuals assigned
- A copy of the Enlisted Distribution and Verification Report about your division
- A copy of the manpower authorizations affecting your division
- A summary of watch, quarter, and station bill assignments

Ž A summary of training and school requirements

WATCH, QUARTER, AND STATION BILL

Few things are more annoying than having your sailors missing from their assigned station, therefore, delaying the execution of an evolution. The watch, quarter, and station (WQS) bill is a poster-sized form that is a composite of other unit bills. It is conspicuously posted in division spaces. It summarizes the assignment of division personnel to duties and stations within each of the unit bills. Its primary purpose is to be a convenient reference to inform division personnel of their regular and special assignments.

For units under the ship manpower document (SMD) or squadron manpower document (SQMD), the WQS bill serves as a battle bill. It uses billet numbers to assign personnel to battle stations.

WQS Bill Construction and Preparation

The typical watch, quarter, and station (WQS) bill is filled in with pencil. Updates reflect changes, such as personnel gains or losses, promotions, or reassignment of responsibilities. The WQS bill lists every person assigned to your division and their major assignments. By referring to the battle bill, you may extract the following information:

- Billet numbers
- Watch-station titles
- Division responsible for filling the billet
- Main rate required to fill the billet
- Navy enlisted classification coded (NEC) required to perform the watch-station task

Your division is required to provide personnel for various other details. Become familiar with the jobs to which your sailors may be assigned by reviewing the SORN. A unit bill sets forth policy for assigning personnel to duties or stations, for executing specific evolutions, or for accomplishing certain functions. The following are some examples of unit bills and the policies they cover:

ADMINISTRATIVE BILLS —Cleaning and preservation, formation and parade, personnel assignment, personnel recall, and zone inspection

OPERATIONAL BILLS —Civil disaster, flight operations, replenishment, visit and search, boarding and salvage, and prize crew

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FRONT

AWARDS AND COMMENDATIONS																					
COMMENTS																					
FORMAL EDUCATION																					
HIGH SCHOOL 9 10 11 12				COLLEGE 1 2 3 4				MAJOR													
HIGH SCHOOL GED COLLEGE CLEP				PART I				PART II			PART III			PART IV		PART V					
ASVAB TEST SCORES																					
FORMS 51617		GI	NO	AD	WK	AR	SP	MK	EI	MC	GS	SI	AI								
FORMS 819110		GS	AR	WK	PC	NO	CS	AS	MK	MC	EI	VE									
GENERAL PQS		DAMAGE CONTROL		DATE		3-M		DATE		FIRE FIGHTING		DATE		SHIP CLASS		REQUAL DC SHIP CLASS		REQUAL DC SHIP CLASS			
NAVAL EDUCATION RECORD																					
ITEM			TITLE			DATE COMPLETED			MARK			TITLE			DATE COMPLETED			MARK			
SERVICE SCHOOLS																					
MILITARY CORRESPONDENCE COURSES																					
OTHERS																					
NAVY-WIDE EXAMINATION ELIGIBILITY SECTION																					
PARS				MILITARY LEADERSHIP				PROFESSIONAL COURSE				MILITARY COURSE				EXAMINATIONS					
RATE		DATE COMPLETED		RATE		DATE COMPLETED		RATE		DATE COMPLETED		RATE		DATE COMPLETED		RATE		DATE COMP		RESULTS	
DATE PRESENT RATE								ELIGIBLE NEXT RATE								REC NEXT RATE					

NAVPERS 1070/6 (REV. 12-86) (BACK)
U.S. GPO: 1980-740-002/00180

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Figure 3-1.—Division Officer's Personnel Record Form.

EMERGENCY BILLS —General emergency, emergency steering, man overboard, toxic gas

SPECIAL BILLS —Antisneak/antiswimmer attack evacuating civilians, and prisoners of war

Effective Assignment of Personnel

Knowing the qualifications, experience level, capabilities, and strengths of your people is an important consideration in appointing positions. Particular jobs demand specific rate requirements; however, certain tasks and details are generic in nature. Those tasks serve as a good starting point for strikers and junior petty officers to begin “learning the ropes.” Those tasks will give junior personnel the knowledge and experience they need to assume positions of greater responsibility when your more experienced sailors move on.

Assign sailors to more responsible positions as they show their competency to handle them. Be sure to consider giving more responsible assignments to those who take the initiative to request more demanding assignments. Also assign more responsible jobs to those who complete their personnel qualification standards (PQS). Others who deserve more responsibility include those who are qualified as Enlisted Surface Warfare Specialists (ESWSs) or Enlisted Aviation Warfare Specialists (EAWSs).

WATCH-STANDING AND DUTY SECTION OBLIGATIONS

The definition of a watch is any period during which an individual is assigned specific, detailed responsibilities on a recurring basis. All watch standers are subject to certain standards and watch-standing principles that assure the safety, security, and proper operation of the command. Your obligations are to be sure all watch standers under your cognizance have received enough training to perform the duties of their watch station.

Departmental Duty Officer

The departmental duty officer is the officer or petty officer with the day's duty. He or she represents the department head and is responsible for the functioning of the department. The departmental duty officer does the following:

- Carries out the function of the department head in his or her absence

- Makes frequent inspections of departmental spares to be sure of physical security, good order, and discipline
- Makes reports to the command duty officer or the executive officer as required
- Performs other duties as assigned

Members of the department report to the department duty officer, as prescribed in the department organization plan, for the performance of their duties.

Duty Sections Afloat

In discussing duty sections afloat, we will only address in-port periods. While a ship is under way, all hands are effectively in a duty status.

From an organizational standpoint, shipboard duty sections in port are slightly more complicated than those ashore. That is because each person assigned to a duty section has more than one responsibility during a duty day.

Coordinating enlisted watch bills to meet the requirements of your division and the command is a joint effort. It should include anyone involved in the watch organization aboard your ship. It should also include the senior watch officer and section leaders. The enlisted watch bill determines what your division's watch-standing requirements are within each duty section.

As the division officer, your role in enlisted watch-bill coordination is to make sure you have distributed your most qualified and experienced people equally throughout each duty section. You will want to make sure you have a mature and responsible individual aboard to represent you and your division should the need arise.

Each person assigned to a duty section is given some responsibilities that conflict with his or her daily routine on any given duty day, such as the following:

- Routine watches
- Shore patrol
- Working parties
- Damage control/fire-fighting parties
- Side boys

Duty sections afloat are expected to provide a full range of division services. They do this around the clock, if necessary, to meet the needs of the command. Some

services are reduced while in home port, but many services are absolutely necessary if the ship is at anchor or moored in a foreign port. Some of those services might include the following:

- Medical/dental
- Communications
- Mail
- Messing
- Hotel services (electrical power, potable water, steam, and so forth)

Duty Sections Ashore

Most, if not all, divisions have duty sections, and they serve a vital function. Duty section organizations are as varied as the commands they serve, and a duty section's size can range from one person to half the crew. Each division's situation dictates the type and size of its duty sections. Several points to consider concerning duty section organization are as follows:

- Duty sections are set up to meet specific emergency or unique situations that might occur outside normal working hours. They are potentially so important that they always require a specially trained crew on board to deal with them.
- Duty section manning, equipment, and training must cover any situation.
- Duty sections are the best way of dealing with emergency or unique situations. (Best in their effect on the division's primary mission, manpower use, and crew morale when compared to other ways of handling these situations, such as working in shifts.)
- Duty section organizations conduct all business through their own chain of command.
- Duty sections are made up of the minimum number of people needed to handle any situation.

When it comes to duty section manning, many commands require a certain percentage of their people to be on board at all times. Minimum manning (if required) and the points just discussed are only some of the factors you must consider when developing the duty section organization to best meet your division's needs.

Your command should have an instruction or a policy that requires a minimum or particular duty

section organization, such as five-or six-section duty, to keep a minimum percentage of your people on board at all times. If your command has no policy, you must decide on the duty section organization required to provide the services described in your division's organization manual. For example, you may decide people are needed to man your division on a 24-hour basis.

Duty sections ashore should not be set up to produce work during normal working hours. Ideally, you should not require duty sections to serve as production, night, or weekend crews, except when necessary. If the members of the duty section do not have any emergency or unscheduled work to do, they should spend their time training.

Leave and Liberty Schedules

Leave and liberty are important to the morale of your division. Make every effort to be consistent with operational and training requirements to make sure your sailors take the leave they have earned.

Scheduling leave periods is an efficient way to afford your people the opportunity to take the leave they have earned. Scheduling leave will allow you to control the number of people you have available to accomplish your division's maintenance, watch standing, and training obligations. Coordination with other divisions and the senior watch officer is important, especially during periods when large numbers of personnel are requesting leave. A knowledge of the following common categories of leave and liberty will help you to determine how to handle individual requests.

NORMAL LIBERTY. —Each command sets up guidelines for normal liberty. Many commands permit department heads or division officers to grant liberty at their own discretion.

SPECIAL LIBERTY. —Special liberty is granted outside of normal liberty periods for unusual reasons. Several reasons are compensatory time off, recognition for exceptional performance, and personal business not done during normal liberty periods, such as jury duty, court, and voting.

ANNUAL LEAVE. —Annual leave is granted in execution of a command's leave program and chargeable to a member's leave account. Although an individual is entitled to accumulate leave, requests for leave may be disapproved. Considerations for approval or disapproval of annual leave include the following: ship's schedule, number of people already on leave,

balance of days the individual has accumulated, and expiration of active obligated service (EAOS) of the individual.

PREDEPLOYMENT, POSTDEPLOYMENT, AND HOLIDAY LEAVE AND LIBERTY. —

Predeployment, postdeployment, and holiday leave and liberty are granted to the maximum number of personnel authorized by fleet regulations. The leave is annual type. Liberty and duty section assignments for other personnel must comply with maintenance standards and good housekeeping and guard force requirements.

EMERGENCY LEAVE. —Emergency leave is granted when the existence of an emergency is determined. Verification may be by letter, telegram, or telephone call to the member's command attesting to the existence of an emergency situation. Another emergency situation is the death or dying of a member in the immediate family of the service member or the spouse. Emergency leave may also be granted when the presence of the service member would help solve serious family problems.

GOOD ORDER AND DISCIPLINE

Maintaining an atmosphere of good order is essentially a matter of how your people perceive their surroundings. If they are happy, lead with authority, are recognized for their achievements, and are treated fairly, they will respond by performing their assigned duties to the best of their ability. You may recall from your days as a recruit or young petty officer that the seniors you were most willing to follow were those who were the most consistent in their decisions and treatment of subordinates.

Insubordination has no respect for rank; if tolerated, it will infect a military unit and destroy all existing discipline. If you sanction sloppy work habits and military appearance, all uniformity and the quality of oneness will decay. You undoubtedly recall the line from the chief petty officer's creed that says, "The exalted position you have now received, and I use the word exalted advisedly, exists because of the attitude, example and the performance of the chiefs before you. It shall exist only so long as you and your compatriots maintain these standards." Once you have shown the standards of conduct and performance you expect from the men and women in your charge, most will obey and follow your example. We will always have the 10 percent, the "hard cases" and "sea lawyers," who require your personal attention. Those members must be dealt with systematically on a case by case basis. Postponing

disciplinary action will cause conditions to deteriorate until severe measures become necessary.

Awards

Senior petty officers have a basic responsibility to encourage subordinates in their efforts to support command objectives. You can do that by recognizing the initiative and exemplary performance of subordinates and commending them publicly when appropriate. Such recognition may include the following:

- Awarding letters of appreciation or commendation or recommending such letters for signature of higher authority
- Initiating recommendations for personal awards
- Assigning preferred duties
- Initiating recommendations for special recognition, such as sailor of the month, quarter, and year
- Making recommendations for reenlistment and assignment to training, education, or advancement programs
- Documenting exceptional personal performance in enlisted evaluations

Positive reinforcement and praise of an individual's outstanding performance boosts the morale of everyone in the unit, not just in your division. Awards are presented to deserving individuals publicly as recognition for their achievements and as an incentive to others.

MERITORIOUS MAST. —The term mast refers to the assembling of the crew for various purposes. Mast gets its name from the old sailing days when the setting for executing naval justice was the weather deck near the ship's mainmast. The captain holds meritorious mast to award official recognition for jobs well done. Enlisted members who perform beyond their usual requirements of duty, or display exceptional judgment or initiative qualify for meritorious mast. Be sure to display their names and a brief explanation of the reason for their commendation on command bulletin boards.

LETTER OF APPRECIATION. —A letter of appreciation (LOA) is one way you can directly express your appreciation to your subordinates. It is also a method of showing other commands appreciation for their noteworthy service or help. An LOA does not gain points toward your final advancement multiple but is an excellent way to express your thanks for a job well done.

Remember an LOA can be written and presented by anyone, but a letter signed by the commanding officer or someone higher in the chain of command makes an LOA more significant for recognition.

LETTER OF COMMENDATION. —A Navy letter of commendation (LOC) can add points toward the final multiple for advancement for first class petty officers and below. When it is signed by a flag officer, that adds 1 point; when signed by the President or Secretary of the Navy, that adds 3 points. If an LOC does not warrant the signatures of such high authority, one signed by the commanding officer, will provide outstanding recognition of deserving individuals.

GOOD CONDUCT MEDAL. —An individual who has completed 4 years of service or meets the requirements to receive a Good Conduct Medal is awarded the medal in a recognition ceremony. Though the Good Conduct Medal is a fairly common award, it should not be treated as common. It is frequently the first medal a sailor receives. You should have a tickler file or some other way to make sure your sailors receive this award. Make sure that it is on time and given at the right ceremony.

NAVY ACHIEVEMENT MEDAL. —Navy achievement medals (NAMs) are awarded for professional achievement that clearly exceeds normal requirements or for noteworthy leadership achievement that merits singular recognition.

NAVY COMMENDATION MEDAL. —Navy commendation medals (NCMs) are awarded to persons who distinguish themselves by heroic or meritorious achievement or service performed in a manner above normal expectation. The deeds are sufficient to distinguish the individual above those performing similar services.

Rewards

Rewards are considerations given for special services or contributions. They are given in many forms, but the most recognized ones in the Navy are those that offer monetary pay or advancement to a higher paygrade.

COMMAND ADVANCEMENT PROGRAM. —The purpose of the Command Advancement Program (CAP) is to allow certain commanding officers to advance eligible personnel in paygrades E-3, E-4, and E-5 to the next higher paygrade without reference to higher authority. The intent of this program is to grant commanding officers of ships, squadrons, mobile units,

and staffs of the operating forces authority to provide substantive recognition for superior performance. That recognition is sometimes done under the rigors of the operating environment experienced at sea while the ship is forward deployed. For more on this program, refer to BUPERSINST 1430.17C.

MILITARY CASH AWARDS PROGRAM. —The intent of the Military Cash Awards Program (MILCAP) is to encourage military personnel to suggest ways to reduce costs and improve productivity in the Navy, the Department of Defense (DOD), and other federal government operations. It also provides a formal channel for communications between management and personnel. It encourages an atmosphere of imagination, creativity, and innovation. The MILCAP is addressed in detail in OPNAVINST 1650.8C.

Corrective Measures

Chances are you will eventually have to deal with minor violations of rules and regulations. You should recognize breaches of rules or standards of conduct and correct them immediately. By excusing violations, you give the impression that you condone them and open the door for further violations. Usually, discussing a violation with a sailor lets him or her know the breach of conductor appearance is not consistent with what you expect. Most of the time that will serve to correct minor problems.

COUNSELING. —When a member of your division fails to respond to your advice, arrange a counseling session to address the member's performance. Sometimes misbehavior is a way of getting your attention and an indicator of more serious underlying problems. Document every counseling session, and file it in your division officer's notebook.

EXTRA MILITARY INSTRUCTION. —Extra military instruction (EMI) is a phase of military duty to correct a deficiency of an individual. EMI is a bona fide, nonpunitive, administrative measure used as a training device to correct a deficiency. EMI is not a substitute for punitive action appropriate under the *Uniform Code of Military Justice (UCMJ)*. EMI is logically related to the deficiency and is corrected and implemented within the following limitations:

- EMI is not normally assigned for more than 2 hours per day.
- EMI is assigned at a reasonable time outside normal working hours.

- EMI is not to be conducted over a period longer than is necessary to correct the performance deficiency.
- EMI should not be performed on the member's Sabbath.
- EMI is not used as a method of depriving a person of normal liberty. If a member is entitled to liberty, it may begin upon completion of EMI.

WITHHOLDING PRIVILEGES. —A privilege is a benefit, advantage, or favor provided for the convenience or enjoyment of an individual, such as special liberty, special pay, base parking, or special command programs. Temporary withholding of privileges is another administrative corrective measure used by superiors to correct infractions of military regulations or performance deficiencies. These measures are used when the captain's mast does not appear appropriate because of the minor nature of the offense. Final authority to withhold a privilege rests with the level of authority authorized to grant that privilege. Therefore, your authority to withhold privileges is limited.

Punishment is directed through the judicial process or nonjudicially through article 15, *UCMJ* (Captain's Mast). Authority to control nonjudicial punishment (NJP) is carefully reserved for certain commanders, commanding officers, and officers in charge.

NONJUDICIAL PUNISHMENT. —Nonjudicial punishment (NJP), more commonly called captain's mast or simply mast, consists of punishment imposed for acts or omissions that are minor offenses. They are covered in articles 78 and 80 through 134, chapter IV, of the *Manual for Courts-Martial (1984)*. Whether an offense is minor depends on the following factors:

- Offender's age, rank, duty assignment, record and experience
- Maximum sentence imposeable for the offense if tried by general court-martial
- Whether the commanding officer imposing NJP decides the offense is minor

If given the opportunity to comment on the performance of the accused, you have a dual responsibility to the commanding officer and the accused. Since the commanding officer may consider your comments before imposing punishment, be sure to make an honest but impartial appraisal.

COURT-MARTIAL. —Court-martial is punishment imposed for an act or omission that violates both the *UCMJ* and local criminal laws, foreign or domestic. The offender may be tried by a court-martial, by a proper civilian tribunal, or both. If convicted in the federal court system, trial by court-martial for the same charge is illegal (double jeopardy). Commanding officers of all ships are empowered to convene a special or summary court-martial.

Disciplinary Review Board

Some commands have a disciplinary review board, the purpose of which is to look into the circumstances surrounding a particular incident with the emphasis on breaches of discipline. A disciplinary review board is chaired by the command master chief and includes other chiefs in the command. The board draws upon their knowledge, experience, and judgment in such matters. Disciplinary review boards, as objective observers, can also detect underlying contributing factors such as the following:

- Sexual or racial discrimination
- Sexual harassment
- Financial problems
- Bias because of personality conflicts
- Alcohol problems

As a senior or master chief, you may be a member of your command's disciplinary review board. As a division officer, you accompany your sailors to an appearance before the board. The board interviews all of the principals involved and then submits a written report of its findings to the commanding officer through the chain of command. The commanding officer then considers the findings of the board in disposing of the case.

COUNSELING PROCEDURES

You learned some counseling skills through formal training such as Leadership and Management Education and Training (LMET) courses and the Navy Leader Development Program (NLDP). This formal training helped you to better understand how to influence your seniors and to supervise and lead your subordinates. You should already know the mechanics of how to conduct a counseling session, so we will now review some common problems senior and master chiefs might face.

Aside from the actual counseling, you will need to take the following steps:

1. Determine which of the following counseling approaches is appropriate:
 - a. **DIRECTIVE.** A directive approach offers information and referral resources to a counselee who has to cope with some external situation, such as a legal or budget problem.
 - b. **NONDIRECTIVE.** A nondirective approach uses questioning and feedback techniques to help a counselee find his or her own solutions to personal difficulties such as alcohol abuse or poor performance.
2. Record the counseling session.
3. Follow-up, make sure the problem is being resolved.

FINANCIAL COUNSELING

The Navy lifestyle can create special and unique financial concerns as a result of the following situations:

☒ Frequent moves

☒ Family separations

- Deployments
- Fluctuations in pay

Financial problems are a leading cause of personnel stress and family dysfunction in all branches of the military.

Service members who don't pay their just debts are viewed by their supervisors as acting in an irresponsible manner. That is particularly true when their bad debts become a subject of official correspondence or when preoccupation with financial difficulties results in decreased job productivity. Financial problems can have detrimental effects on a person's Navy career that result in the following:

- Disciplinary action
- Loss of security clearance
- Lower evaluation marks
- Lack of promotions
- Denial of special assignments

☒ Administrative or dishonorable discharge

The Personal Financial Management Education, Training, and Counseling Program is outlined in OPNAVINST 1740.5. This program emphasizes personal financial responsibility and accountability by providing basic principles and practices of sound money management, counseling tools, and referral services. The provisions of this instruction apply to all active-duty and Reserve personnel. Each Regular and Reserve command having 25 or more active-duty enlisted personnel will have a trained command financial specialist (CFS). The CFS will coordinate the program and assist in providing financial information, training, and counseling to command members. Commands having less than 25 active-duty enlisted personnel are encouraged to have a trained CFS. All commands should conduct personal financial management (PFM) training and provide counseling.

PERFORMANCE AND PROFESSIONAL COUNSELING

You should counsel your subordinates or peers on how well they do their jobs at two specific times. First, counsel them when their performance is above what is expected. Second, counsel them when it is below what is expected. Counseling demonstrates to your people that you care about their welfare and the quality of their work. When done properly counseling will improve morale. Periodic counseling of your subordinates will help you spot potential problems before they develop into a situation that presents uncertainty, perplexity, or difficulty.

Your subordinates and peers may be hesitant about asking for your advice on such personal matters as marital or financial problems. Make sure your people are aware of the helping resources available. Provide information on various helping resources through division training sessions, Plan of the Day notes, and at quarters. Let them know that you will help them find the appropriate helping resources.

Navy personnel and their dependents can find helping resources through the central offices that coordinate Navywide assistance activities as well as through local offices. As a good supervisor, encourage your people to use the helping resources at the lowest level possible to solve their problems. The following is a list of helping resources provided by the Navy:

Helping Resources	Help Provided
Alcohol Rehabilitation Centers/Alcohol Rehabilitation Services (ARCs and ARSs)	Alcohol abuse and related physical disorders
Counseling and Assistance Centers (CAACs)	Substance abuse
Chaplin Corps	Personal problems and religious counseling
Command Ombudsman	Community orientation and family orientation to the command and Navy life
Credit Union (Navy, Federal)	Financial assistance to include savings and loan advice as well as family financial planning
Educational Services	Educational assistance to include degree-granting programs, correspondence courses, and in-service educational benefits
Family Service Centers	Support services for local families in need of counseling or information resources
Command Master or Senior Chief (CMC or CSC)	Internal problem solving related to the organizational chain of command
Navy Relief Society	Loans and grants to alleviate financial emergencies; also family budget counseling
Navy Legal Service Offices (NLSOs)	Legal advice, notarizing service, and the preparation of wills and powers of attorney
American Red Cross	Emergency assistance of all types to include emergency-leave verification and travel assistance
Navy Hospital	Diagnoses of physical and psychological problems and disorders
Veterans' Administration	Veterans' benefits and survivor's benefits advice
Civilian Health and Medical Program of the Uniformed Services (CHAMPUS)	Health-care benefits and eligibility advice
Command Career Counselor	Career information to include Navy rights and benefits

PERFORMANCE RANKING BOARD

Certain Enlisted Performance Evaluations require numerical comparisons with other members of the same paygrade. To be useful and equitable, these comparisons must be consistent. A detailed explanation of how to record the ranking of individual members can be found in the *Navy Enlisted Performance Evaluation (EVAL) Manual*, BUPERSINST 1616.9.

Commands should develop ranking procedures, tailored to their needs, that emphasize uniformity and fairness. Some commands begin the ranking process by organizing a committee, sometimes called a "performance ranking board." The goal of the ranking board is to assign a numeric position to each person whose performance evaluation ranks within the top 50 percent of a paygrade. This enlisted comparison group consists of all members of the same paygrade

(regardless of rating, branch/class, or status) who receive reports from the same reporting senior with the same "TO" date on their eval. All members in the comparison group must be compared together in block 40 of the enlisted Performance evaluation. Members who are frocked and members who are elected for a commissioning program should be ranked separately. Personnel with an approved Fleet Reserve or retirement date should not be ranked.

Most commands have developed their own method of ranking their people. The method described here is one of many. It works well for both small and large groups. It is an equitable system that allows each individual's evaluation to be compared to every other evaluation in the same comparison group. This method is subjective, particularly when you are ranking large numbers of people whose performance you are not

familiar with. When ranking people based on a written evaluation, be sure you are ranking the individual on his or her merits and not on the originators skill as an evaluation writer.

For small commands, the ranking process is relatively simple. For larger commands, it can be a tedious process which can take several days. The steps for this ranking method are as follows:

- Step 1. Prepare a form similar to the one illustrated in figure 3-2. Allow a line for each person to be evaluated within your command.
- Step 2. Fill in the name of each person to be evaluated both down the side of the form and across the top of the form.
- Step 3. Provide each member of the ranking board with a copy of the form and a copy of each eval to be ranked.
- Step 4. Starting with the first eval, compare Adams to Warren. Make the comparison without considering any other person. Draw an arrow, in the appropriate grid square, pointing to the better performer
- Step 5. Continue this one-on-one comparison until an arrow appears in every block.
- Step 6. Each board member counts the number of arrows pointing TO each name. Remember, the same names appear on the top and on the side of the form. Count all of them
- Step 7. Add the totals for each name from all of the ranking board members. The name with the greatest number of arrows is ranked #1.

Who must be ranked? The top 50 percent of E-6 through E-8 personnel whose performance evaluations were graded 4.0 must be ranked. This ranking is mandatory on periodic, advancement frocking, and special reports, except reports on students under instruction. Ranking is optional on transfer and separation reports.

UNIFORM MATTERS

The traditional Navy uniform has long been a mark of distinction for men and women in the Navy. The uniform is an important element in the morale, pride, discipline, and effectiveness of the Navy. The purpose of the U.S. Navy uniform policy is to prescribe uniform

wear for Navy personnel at all activities so that they present a uniform image worldwide.

The Bureau of Naval Personnel (BUPERS) is charged by the Chief of Naval Operations, through the Navy Uniform Board, to continuously review U.S. Navy uniform matters. Composition and functions of the Navy Uniform Board are set forth in OPNAVINST 5420.58. Reports of the Navy Uniform Board are forwarded to the Chief of Naval Operations via the Chief of Naval Personnel and Vice Chief of Naval Operations.

The Navy Uniform Board continually reviews the uniform situation in the Navy. In its review, the board considers the following:

- Significant changes in styles
- Technical improvements in fabrics
- Problems reported by commands
- Wearers' views

The Board also conducts periodic surveys throughout the Navy. A significant number of recommendations regarding uniform changes are received from the senior and master chiefs in the fleet who deal with uniform problems on a regular basis. You might, at some point, need to address questions, suggestions, or complaints to the Uniform Board on behalf of your shipmates. The process is relatively informal. The preferred method is to write a letter to the Director of Uniform Matters at the following address:

Director of Uniform Matters
BUPERS 333, Navy Annex
Washington, DC 20370-5004

You should send the letter through the normal chain of command. State the uniform discrepancies you have observed along with any possible solutions or recommendations.

CASUALTY ASSISTANCE CALLS PROGRAM

The broad purpose of the Casualty Assistance Calls Program (CACP) is to offer support to the next of kin of Navy members involved in a casualty. The CACP offers support in the following ways:

- Assuring the next of kin that the Navy is interested in their well-being
- Showing concern for members reported missing while the search for them is under way

TOTAL NUMBER OF ARROWS
POINTING TO EACH NAME

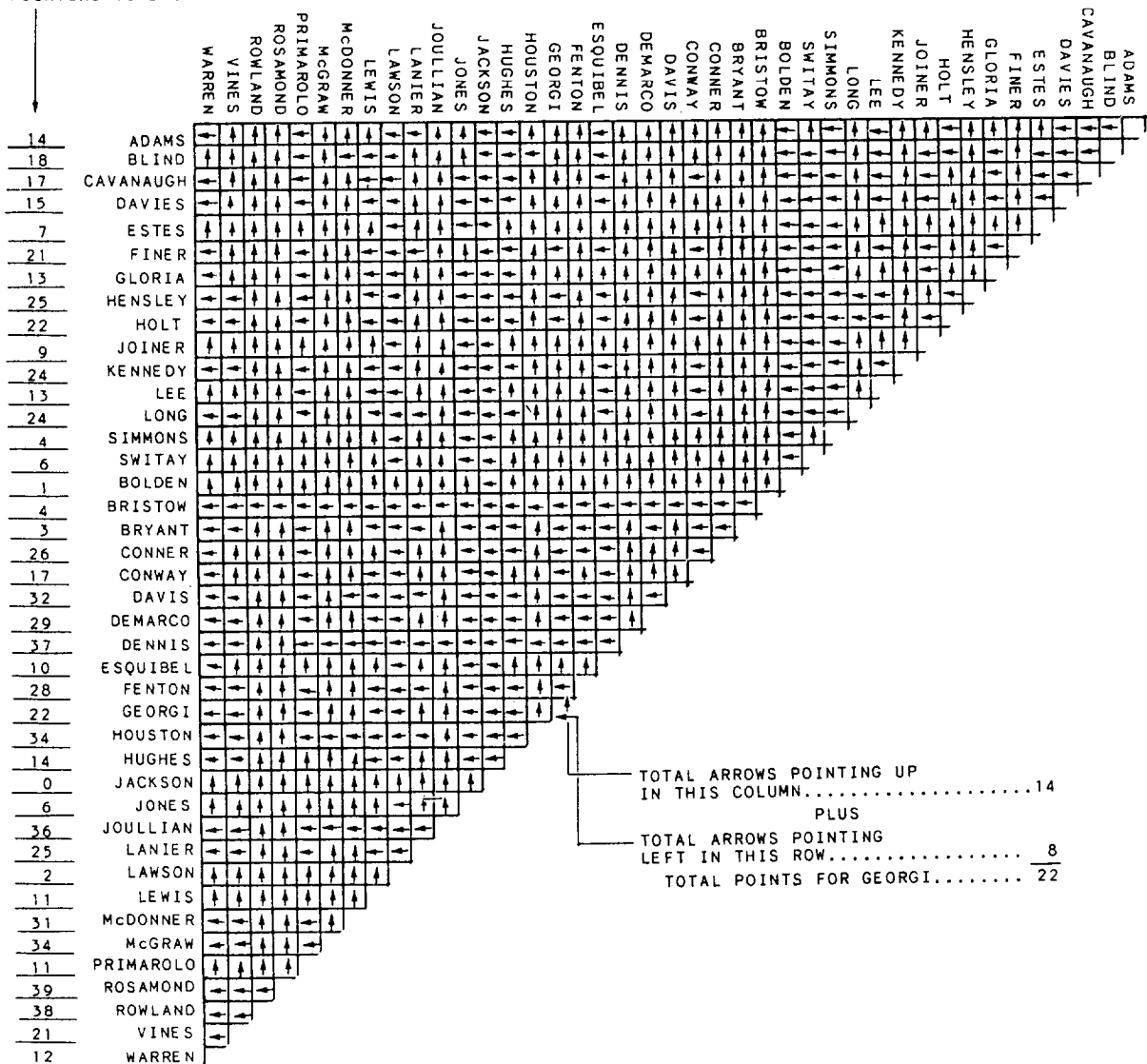


Figure 3-2.-Ranking-position form.

Extending sympathy in the case of death

Helping survivors adjust to the new conditions
these tragic occurrences have imposed on them

The Navy provides this support through personal visits by a uniformed Navy representative called a Casualty Assistance Calls Officer (CACO). Only an officer with a minimum of 2 years of active duty or a qualified senior enlisted member of paygrade E-7 or above may serve as a CACO. Persons given the task of CACO normally assume this responsibility as their primary duty; it takes precedence over all of their other

assigned duties. The *Casualty Assistance Calls Program (CACP) Manual*, NAVMILPERS COMINST 1770.1, explains the detailed responsibilities of the CACO and the procedures for operating the program. *Casualty Assistance Calls and Funeral Honors Support (CAC/FHS) Program Coordination*, OPNAVINST 1770.1, contains the command coordination responsibilities.

SUMMARY

As a senior or master chief petty officer in the Navy, you can "make or break" your division by how you exert

leadership. When serving as a division officer, refer to the *Standard Organization and Regulations of the U.S. Navy* OPNAVINST3120.32B, as a guide.

You must understand division organization and its basic principles. Each division should have a division organization manual that describes the organizational structure of the division, the duties and authority of key billets, and organizational policies and procedures.

Senior and master chiefs are the mainstay of a unit's organization. Your duties include the organization, administration, and operation of your division. Aside from mission accomplishment, training and counseling your people are two other important duties of a division chief.

Recognizing the initiative and exemplary performance of subordinates is as important to the stability and morale of your division as correcting unacceptable behavior. To be effective, both should be addressed without delay.

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